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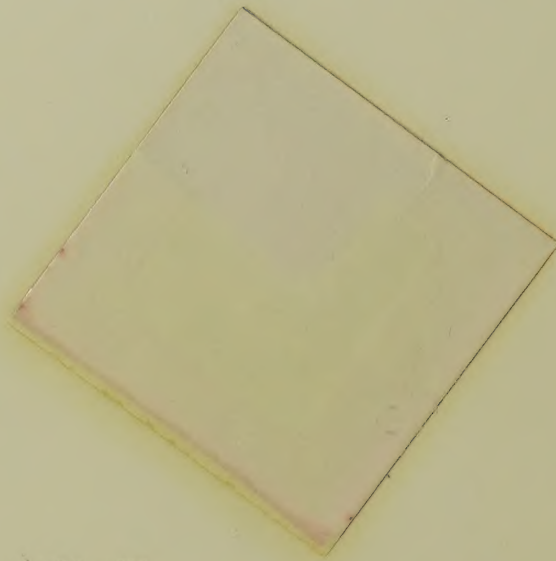
Currie, Coopers & Lybrand

Management
Consultants

THE CITY OF HAMILTON

REPORT RECOMMENDING FAIR
EQUITABLE SALARY RANGES FOR
1986

September 3, 1985



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THE CITY OF HAMILTON

REPORT RECOMMENDING FAIR
EQUITABLE SALARY RANGES FOR
1986

September 3, 1985

Submitted By: R.J. McDowall
C. Taccone

Submitted To: The Mayor, Personnel Committee and Council

SECRET

CONFIDENTIAL

1. The first of the three main points of the report is that the situation in the country is generally stable. The second point is that the economy is showing signs of improvement. The third point is that the government is committed to maintaining the rule of law and protecting the rights of its citizens.

2. The report also mentions that the government is working to improve the infrastructure of the country. This includes building roads, bridges, and schools. The government is also working to improve the healthcare system and the education system.

3. The report concludes that the country is on a path of development and progress. The government is committed to continuing its efforts to improve the lives of its citizens and to build a strong and stable nation.

4. The report also mentions that the government is working to improve the relationship with its neighbors. This includes holding talks with neighboring countries and participating in regional organizations. The government is also working to improve its relationship with the international community.

5. The report concludes that the country is a promising one and that the future is bright. The government is committed to continuing its efforts to build a strong and stable nation.

6. The report also mentions that the government is working to improve the environment. This includes protecting forests, rivers, and other natural resources. The government is also working to reduce pollution and improve the quality of the air and water.

7. The report concludes that the country is a promising one and that the future is bright. The government is committed to continuing its efforts to build a strong and stable nation. The report also mentions that the government is working to improve the relationship with its neighbors and the international community. The government is also working to improve the environment and the quality of life for its citizens.

SECRET

CITY OF HAMILTON

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I. INTRODUCTION

The City of Hamilton and the Region of Hamilton-Wentworth, through a joint request for proposal, selected Currie, Coopers & Lybrand (CC&L) to assist in developing fair, equitable salary ranges for non-union staff. The purpose of the study was to develop salary ranges which:

- will allow the City and the Region to attract and retain qualified employees in their non-union positions;
- are the same for both the Region and the City;
- ensure that jobs in the City of similar value to jobs in the Region are paid within the same salary range; and
- ensure that there is equal pay for work of equal value.

Both the City and the Region had salary studies conducted about 8 and 10 years ago, respectively. Over the last five years, jobs have changed and there have been several organization changes. There have also been changes in the supply and demand for various occupations which have affected market salaries. This study also addresses these factors.

The study began in October, 1984, and comprised the following tasks:

- job data collected through detailed questionnaires;
- jobs evaluated by a job evaluation committee;
- a salary and compensation survey conducted to determine the salary markets; and
- salary ranges developed to ensure that the City and the Region can continue to attract and keep qualified employees.

Robert J. McDowall was the consultant responsible for conducting and managing the study. Charles Taccone assisted in chairing the Job Evaluation Committee and in conducting the compensation survey. Mr. J.J. Keyser, the partner-in-charge, assumed overall responsibility for this assignment.

In this report, we describe how the study was carried out, and present the results of the evaluation process, the recommended salary ranges and compensation particulars, and our recommendations regarding implementation and administration procedures.

II. CONDUCT OF THE STUDY

At the outset of the study, it was recognized that, in dealing with job evaluation and salaries, management is touching on an extremely sensitive employee relations issue and, in order to ensure the confidence of employees in the results of the study, it would be necessary to demonstrate that:

- a defensible, proven evaluation methodology was applied to
- an accurate statement of job content in a
- fair and objective manner.

The following paragraphs describe, in detail, how the study was conducted and the steps taken to ensure that these criteria were met.

A. A JOB EVALUATION COMMITTEE WAS ESTABLISHED

It was decided that the most senior management input to the job evaluation process was required

- to take into consideration job relationships between departments as well as within departments, and

- to represent all jobs equally in the evaluation process.

Accordingly, an Evaluation Committee was formed which consisted of a "core group" of department heads, along with all other department heads who took part in the process when jobs in their respective departments were being evaluated.

The "core group" consisted of:

- Director of Personnel,
- Fire Chief,
- Director of Public Works,
- Director of Real Estate,
- General Manager of the Convention Centre.

Mrs. Wendy Anderson of the Personnel Department acted as Committee Secretary and documented the factor-by-factor evaluation decisions for each job. Either Mr. McDowall and/or Mr. Taccone acted as Committee Chairmen and were present at all Committee meetings.

B. STAFF MEETINGS WERE HELD

To explain the study and their involvement in it, several meetings were held with groups of about 30-40 staff. In each of these meetings, we reviewed the purpose of the study, the steps of the process and how each step would be carried out. We distributed and explained in detail how to complete the Job Information Questionnaire.

Questions were answered and, as far as possible, we attempted to make employees confident in the process and fairness of the study.

C. JOB DATA WERE COLLECTED

Each employee completed a Job Information Questionnaire. The completed questionnaire, which was reviewed and approved by the incumbent's immediate supervisor, provided detailed data about each job. This questionnaire provided not only job description data, but also information on each factor of the Job Evaluation Plan.

Completed questionnaires provide more data than are normally found in a job description and enable the employee to express his or her views on the various factors used in evaluating his or her job.

Each completed questionnaire was reviewed by the consultants and, where further information was required, incumbents in the jobs or their respective supervisors were interviewed.

The completed Job Information Questionnaires have been filed in the Personnel Department and are part of the documentation of this study.

In addition, each department head was interviewed to obtain data about the jobs in his/her department, and about the organization and functions of the department.

D. ALL JOBS WERE EVALUATED

All jobs in this study were evaluated by both the core committee and the respective department heads of the jobs under consideration. The core group was present for all evaluations to ensure continuity while the other department heads rotated, being present only when jobs in their respective departments were evaluated, generally randomly selected along with jobs in the departments represented by the core group.

This evaluation process followed a one-day training session in job evaluation which was attended by all department heads. The evaluation process itself involved about 15 days of committee meetings.

The Committee used the Currie, Coopers & Lybrand Universal Job Evaluation Plan to evaluate all jobs. This plan, which meets the criteria established by the Canadian Human Rights Commission for equal pay for work of equal value, has ten factors. These are shown in Appendix 1 of this report.

Each job, after evaluation, has a point total which reflects its value to the City of Hamilton, in relationship to the factors and other jobs.

E. EVALUATION RESULTS WERE REVIEWED

The results of the evaluation process, in the form of a first draft ladder chart, were reviewed by all the department heads during a one-day meeting.

Several department heads expressed concern over the relationship of jobs in their respective departments with jobs in other departments.

The consultants agreed, at the request of department heads and the core group, to review the respective concerns individually, with each department head and in meetings with the core group. This was done, but it added 12 consulting days to the agreed on work plan.

Eventually, general agreement was reached, although not by all department heads. The core group, which was present for all evaluations, reviewed and approved the final ladder chart.

This ladder chart, with some exceptions noted later in this report, is attached as Appendix II, and shows the placement of jobs, by department, in salary grades.

F. CONSULTANTS EVALUATED THE JOBS OF DEPARTMENT HEADS

Using completed Job Information Questionnaires, knowledge gained from evaluating all other jobs and the documentation therefrom, the consultants then evaluated the department head positions.

These and the resulting rank order were reviewed and approved by the Chief Administrative Officer.

G. A SALARY SURVEY WAS CONDUCTED

To obtain comparable salary data, we conducted a survey among 48 other municipalities in the province. The participants in this survey are shown in Appendix III.

Participants in the survey were asked to forward to us copies of their salary schedules and the placement in these schedules of their respective jobs. Data from this survey were entered into our computer and analyzed by two distinct methods.

1. Job Content was Matched

Most participating municipalities were either visited or telephoned to discuss the respective responsibilities and duties of potential job matches. While no job can be considered an exact match, some positions are quite similar. Care was taken to match responsibilities and duties, not merely job titles.

The results of this matching process for generic jobs are shown in Appendix IV.

2. Salary Structures Were Compared

The maximum or job rate, whichever was applicable for each salary grade in each participating municipality, was entered in our computer. These data were then printed in graphic format to provide a "picture" of the salary structure which can be compared to the salary structures of other municipalities.

Meaningful comparisons of the overall pay policy of each of the participating municipalities were made possible by standardizing both the horizontal axis (salary levels) and the vertical axis (dollars paid) of the salary graphs. In all cases, the horizontal axis represented the particular salary levels, converted into a fixed scale, of the responding municipality. The vertical axis represented dollars paid for the corresponding salary levels. The length of the vertical axis was also fixed to ensure inter-municipal comparability.

A sample of this graphic presentation of the current salary structures for the City of Hamilton is shown in Appendix V.

The "+" points indicate the actual job rate for the current ascending salary grades, while the line is a line-of-best-fit through these points. The "x" axis is the ascending scale of the current salary structure while the "y" axis is dollars per year.

This survey and the methods of analysis provide a comparison of where Hamilton pays with respect to other municipalities.

Many other types of analysis of the survey data are possible. We would be pleased to discuss with your Personnel Department or Council any further analysis that may be required.

Although this survey and the analysis of the data were far more extensive than originally proposed, we felt it was necessary for the credibility of the results, and we will not charge more fees for this aspect of the study than was estimated in our original work plan.

H. CURRENT PAY WAS COMPARED TO OTHER MUNICIPALITIES AND THE PRIVATE SECTOR, AND A POLICY WAS RECOMMENDED.

Data collected during the survey reflect 1984 salaries since Hamilton had, at the time of the survey, not made adjustments for 1985. All comparisons, therefore, are based on 1984 data.

In Appendix VI, we show graphic comparisons of the 1984 salary structure of the City of Hamilton with other similar municipalities. These charts, in summary, show:

- in Appendices A and C that the City of Hamilton is generally competitive in pay with cities of similar size and complexity; and
- in Appendix VI B that the 1984 salary structure of the City of Hamilton is generally similar to that of the Region of Hamilton-Wentworth; however, jobs in the upper middle to senior management levels are paid higher in the City.

Our data banks of salaries in the manufacturing sectors and private service indicate that, in general, the salary levels of the City of Hamilton are competitive with the private sector for jobs of similar worth.

I. SALARY RANGES WERE DEVELOPED

We developed 1984 salary ranges based on the preceding policy. It was our intention to adjust these ranges up by 4% which is what was done in many other municipalities for 1985. Just as we had completed these calculations, along with the estimated implementation costs, we were informed that Council had approved an increase of 4% for department heads and deputies and $4\frac{1}{4}\%$ for all other non-union staff.

This required a re-calculation of our recommended 1985 salary ranges, cost estimates and implementation plans. This has been completed and we have further developed a salary range for 1986 to be implemented in January. The recommended salary ranges for 1986 are shown in Appendix VII.

J. WE PREPARED A REPORT

This report was prepared outlining the steps of the study with our findings and recommendations for implementing them and maintaining the salary administration in the future.

III. RECOMMENDATIONS FOR IMPLEMENTING RECOMMENDED SALARY STRUCTURE

We recommend that the City of Hamilton maintain its current competitive pay policy, compared to other municipalities, but slightly decrease the salary ranges for jobs that are paid lower in the Region. We are recommending that the Region increase the pay for these jobs to meet the difference "half way".

We recommend that the 1986 salary ranges recommended in this report and shown in Appendix VI C be implemented on January 1, 1986. The ranges also include those jobs, which have been identified with an asterisk in

the Appendix II ladder chart, that are paid at a level above their evaluated worth because of the market for specific jobs.

This will result in an implementation cost of 1.9% which excludes range increases of 4% for Department Heads and 4½% for other non-union staff. It also includes probable step adjustments.

To determine this cost, assumptions had to be made on which step each incumbent would be placed in the respective salary range for his or her job. For example, if the incumbent is at the current range maximum and still would be if there were no changes in 1986, but the maximum of the new recommended 1986 range is higher, we moved the incumbent to the step in the range that would provide an increase of about 4%. If this moved the incumbent back to step 3, then he or she will move up a step next year, assuming there is satisfactory performance.

These were assumptions made for costing purposes only. We recommend that the department head review the performance of each incumbent and decide on his or her respective placement in the range. To assist with this task, after this report has been approved by Council, we will provide each department head with a list of jobs, incumbents and our assumptions about placement in the range in 1986.

We further recommend that employees be moved to a step which will provide an increase closest to 4%.

By implementing the recommended 1986 salary ranges, there will be some "red circled" employees in jobs that are currently paid at a level above the recommended range for the job. These will be identified to the department heads in the previously described list provided to each one.

In the case of red circled employees, we recommend that incumbents be held at their current salary until the maximum of the range "catches up" and they are again placed in the appropriate step of the recommended range.

New hires in jobs that are red circled will be hired at the appropriate step of the recommended new range.

IV. RECOMMENDED METHODS OF ADMINISTERING THE SALARY PROGRAM

Upon implementing this report, the City of Hamilton will have a current salary administration program that meets the objectives of this study. To continue a fair, equitable salary program which enables the City to attract and retain qualified employees, the program must be administered on an ongoing basis. This section outlines the methods to be used in this process.

A. COUNCIL DETERMINES SALARY ADMINISTRATION POLICY

Council, through the Personnel Committee, determines and approves pay policies. When this report is approved by Council, it will establish both the policies and procedures by which the City administers salaries on an ongoing basis. It is vital that administrative staff recognize that, while there are specific functions in the salary administration program which specific staff carry out, Council determines policy.

Council, through the Personnel Committee, has ownership of this report, and the schedules and procedures outlined have both the limitations and flexibility approved by Council.

The procedures and approval methods outlined in this report are for administrative and control purposes only and are designed to enforce the salary policies approved by the Personnel Committee and by Council.

B. THE JOB EVALUATION COMMITTEE IS RETAINED

In a City such as Hamilton, new jobs are created and the organization of departments changes, resulting in changed duties and

responsibilities of various jobs. We recommend that, as new jobs are created and current jobs undergo significant changes in duties and responsibilities, they be evaluated or re-evaluated by the core group and the respective department heads. This will ensure proper placement of the job in its respective salary range.

We recommend that, each time a job is created or changed, a new Job Information Questionnaire be prepared by the supervisor and, if possible, by the incumbent. This completed and approved questionnaire is then forwarded to the Personnel Department and held for the next meeting of the Job Evaluation Committee.

The Job Evaluation Committee, chaired by the Director of Personnel, will meet about four times per year, or every three months, to evaluate groups of new or changed jobs. Reference will be made to the documentation of similar jobs, and the input from salary surveys conducted by the Personnel Department will be examined to ensure a proper fit in the ladder chart, after the jobs have been evaluated.

The Chief Administrative Officer will review and approve the recommendations of the Job Evaluation Committee.

C. THE JOB EVALUATION PLAN IS CONFIDENTIAL

We recommend that the job evaluation plan used to determine the worth of jobs be kept confidential for the exclusive use of the core group and department heads during the evaluation process of the Job Evaluation Committee. If it is made public, or available to all employees, it is often open to subjective interpretation. As the core group would agree, job evaluation is a comparative process and takes about three days to learn fully. If an employee evaluated his/her own job, it would be carried out in isolation and without the experience and comparative process required.

D. SALARY RANGES ARE ADJUSTED ANNUALLY

As in the past, we recommend that Hamilton adjust its salary ranges annually. The amount of adjustment will be determined by a combination of:

- negotiated settlements with the unions;
- adjustments made by other municipalities;
- salary surveys conducted by the Personnel Department; and
- advice from Currie, Coopers & Lybrand, when requested.

These annual range adjustments will be recommended to, and approved by, Council.

E. PLACEMENT OF INCUMBENTS IN THE SALARY RANGES

Incumbents move from one step to another within the salary range, based on consistently acceptable performance over the previous year, until reaching the maximum of the range.

This progress allows incumbents time to learn the job and acts as an incentive for good performance.

1. Hiring New Employees

The maximum of the range is the point which is competitive with other municipalities. Normally, therefore, with more senior positions, incumbents may be hired at the third or fourth step rather than at step 1 or 2.

We recommend that the Personnel Director, with the approval of the Chief Administrative Officer, recommend to the respective

department head the appropriate step in which to place a new hire.

2. Promotions

When an employee is promoted to a new job, normally a pay raise is granted, and that job is in a pay grade one or sometimes two levels above the pay grade of his or her current job.

We recommend that, when employees are promoted, the Personnel Director, with the approval of the Chief Administrative Officer, determine the appropriate step for placement in the salary range of the job to which the employee is being promoted. Normally, this is an increase of about 4% over the current pay of the employee.

In this section, we have outlined recommended methods of administering the salary program on an ongoing basis.

V. AN APPEAL PROCESS IS ESTABLISHED

A pay study such as this often results in some employees feeling that their jobs were not "fairly" treated. Despite the precautions of:

- employees providing job information,
- jobs being evaluated by a committee of department heads,
- the respective employee's department head being involved in the evaluation,
- several reviews by the evaluation committee,
- a review by the respective department head, and

- a review by the consultants,

not all employees are satisfied.

Since these employees need the opportunity to vent their respective concerns, and there are some cases where a review may be in order, we recommend that the following process be followed when an employee feels an appeal is warranted.

1. The employee documents in a letter addressed to the Job Evaluation Committee why he or she feels the job should be re-examined. This letter should be approved by the respective department head and include further job data that may not have been included in the original Job Information Questionnaire.
2. No appeals will be considered after 2 months following the employee's discussion with the respective department head or supervisor concerning the placement of the employee within the range.
3. Appeals will cover only the evaluation of the job, not the placement of employees within a range.
4. Appeals will be sent to the Personnel Department who will prepare the documents for the Job Evaluation Committee.
5. Within 3 months of receiving the appeal letter from the employee, the Job Evaluation Committee, including the respective department head, will review each appeal, the original evaluation and the documentation, and re-evaluate the job, if warranted.

The Job Evaluation Committee will prepare a brief report on its recommended disposition of each appeal for the review and approval of the Chief Administrative Officer.

The employee will be notified in writing about the decision of the Job Evaluation Committee.

6. This appeal process is final and no further appeals will be considered.
7. The consultant, if requested, will assist the Job Evaluation Committee with the appeal process.

These rules for the appeal process will allow a fair review, for both the employee and the City.

VI. SOME OTHER RECOMMENDATIONS

In a study such as this, several non-pay issues emerge. In this section, we outline some recommendations which do not involve pay issues directly.

A. AN OPEN REPORT

During meetings with employees, we stressed that the process and the results should not be secret. We stand by this statement and recommend that 10 copies of this report be available in the Personnel Department to loan to employees for a period of no more than one day.

One copy will be available in the Personnel Department for employees to review without removing it from the Department.

B. SOME JOB TITLES SHOULD BE CHANGED

To provide consistency of job titles between salary grades and between the Region and the City, we recommend that all job titles be reviewed.

This review will be carried out together by the respective Personnel Directors, with input from respective department heads from the City and the Region.

Recommendations for changes in job titles must be approved by the respective Chief Administrative Officer.

C. SALARY RANGES OF C.A.O.'S ARE CHANGING

Recently there has been a trend by several municipalities, including Metro Toronto and Mississauga, to pay Chief Administrative Officers at salary levels of about \$100,000 per annum. This salary is consistent with responsibilities for the job. Although generally in line, salaries for the CAO's in the City and Region are beginning to fall below the competitive rate. We recommend that these salaries be monitored and increased to reflect general market conditions over the next one to three years.

D. SALARY RANGES CAN BE ADJUSTED TO REFLECT PAY FOR PERFORMANCE

Some time in the future, Hamilton may wish to develop a merit pay program, based on objective performance appraisal of staff.

The salary ranges we have developed can be modified to accommodate pay for performance. We would be pleased to review this method with the Personnel Director.

E. BENEFITS ARE COMPETITIVE

A review of benefits offered by the City indicates that it is competitive with other municipalities. We recommend no changes in benefits.

F. PENSION OF EMPLOYEES APPROACHING RETIREMENT WILL BE AFFECTED

In this report we recommend that several jobs receive pay increases. Incumbents in these positions, who are close to retirement, will not receive full pension for the true value of their respective jobs if they are moved further back in the ranges for the job.

Council may wish to make special arrangements for these employees.

G. THE PROPOSED FEDERAL BUDGET ALLOWS PENSION FLEXIBILITY

Some employees expressed concerns about limiting pension contributions, and asked us to review any options that may be available.

The proposed Federal Budget of 1985 has addressed these concerns and employees will be allowed greater pension contributions than is currently permitted if such legislation is passed.

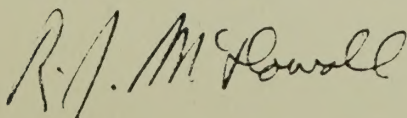
In this section, we have presented some recommendations that are not directly pay-related.

VII. CONCLUSION

We believe that the commitment of the department heads in the conduct of this study, coupled with the broad participation of employees in completing Job Information Questionnaires, will result in a major improvement in Hamilton's salary administration program.

We appreciate the opportunity to provide assistance to the City of Hamilton in this important undertaking.

CURRIE, COOPERS & LYBRAND



R.J. McDowall

FACTORS IN THE JOB EVALUATION PLAN

FACTORS USED IN THE
CURRIE, COOPERS & LYBRAND
UNIVERSAL JOB EVALUATION PLAN

1. KNOWLEDGE GAINED BY FORMAL EDUCATION AND PREVIOUS TRAINING.
2. KNOWLEDGE GAINED BY EXPERIENCE.
3. COMPLEXITY OF DECISIONS AND INGENUITY REQUIRED.
4. SUPERVISORY, TRAINING, MANAGEMENT AND ADVISORY RESPONSIBILITIES.
5. TYPE OF SUPERVISION RECEIVED AND LIMITING FACTORS.
6. CONSEQUENCE OF ERROR AND BUDGET RESPONSIBILITIES.
7. CONFIDENTIALITY.
8. CONTACTS.
9. PHYSICAL SKILLS AND EFFORTS.
10. WORKING CONDITIONS.

CITY OF HAMILTON - LADDER CHART

* Asterisk indicates jobs are slotted due to salary market.

Ladder Chart
June 1985

Salary Grade	Point Spread	Airport	Legal	Real Estate	Public Works	Treasury	Architects	Trade Centre/Arena	Culture & Recreation
		Parking					Hamilton Place		
		Building	C.A.O.				Community Dev't	Hamilton Entertainment & Convention Facilities	
		Traffic	City Clerks				Fire	Convention Centre	
							Personnel		
A	2200		• C.A.O. 12						
B	2195		• City Solicitor 19			• Treasurer 17		• Mg. Dir. 1	
	2100								
C	2095		• City Clerk 6		• Dir. 9		• Fire Chief 15		• Dir. 11
	2000								
D	1995	• Dir. Traf. 8 • Bldg. Commis. 5	• Legisl. Counsel 154	• Dir. Real. Estate 14			• Deputy Chief 120 • City Architect 13 • Dir. Personnel 10	• Gen. Mgr. (C.C.) 3 • Gen. Mgr. Ham. Pl. 2 • Gen. Mgr. Trd.Cntr 4	
	1950								
	1945	• Gen. Mgr. Park. 15			• Asst. to Dir. • Dir-Street Oper. 12 • Dir. Parks Div. 174	• Dir. Systems & Data Processing 168		• Dir. Marketing 184	
E	1795								
	1790	• Deputy Bldg. Commis. 187 • Mgr. Operations 149 • Mgr. Air. 7	• Solicitor (Legal) 156 • Dir. Admin & Deputy City Clerk 96			• Dir. Purchases 175 • Mgr. Budgets & Int. Treasury 163 • Mgr. of Revenue 139 • Mgr. Accounting 146	• Dep. Dir. Personnel 207 • Dir. Comm. Dev. 18	• Dir. of Oper. 28	
	1590								
F	1585		• Solicitor I 143	• Prop. Maint. Supt. 7 • Asst. to Director 1	• Dir. of Cemeteries 63 • City Arborist & Horticulturist 171			• Dir. Finance & Admin. 183	
	1435								
	1430	• Traffic Oper. Eng. 94 • Chief Plan Examiner 64 • Dir. Inspections 66			• District Supt. 15	• Manager-Systems 144		• Asst. Gen. Mgr. (H.P.) 123 • Dir. of Finance 118	• Supv. Admin. Serv. 51
H	1305								
	1300	• Asst Dir. of Inspections 22 • Traffic Planning Eng. 152		• Chief Appraiser 2	• Sanitation Supt. 186 • Maint. Co-ord. 77 • Chief Stat. Eng. 9 • Fleet Supt. 19			• Comptroller 182 • Exec. Chet 33	• Supv. Community & Special Services 47
	1200								
J	1195	• Maint. Supv. 72 • Asst. Traffic Oper. Eng. 80		• Asst. Prop. Maint. Supt. 8	• Asst. Supt. Districts 17		• Eng. 134 • Safety & Loss Ctrl Officer 198	• Banquet Mgr. 49	• Supv. Hist. Sights 210
	1120								
	1115	• Plan Examiner I 21		• Chief Property Officer 3	• Landscape Supt. 69 • General Foreman of Cemeteries 67	• Mgr. Data Centre 160 • Supv. Pensions & Group Insurance 166 • Mgr. Programming 162 • Supv. Taxation 161	• Co-ord. Comm. Renewal 104 • Architect. Design. 133 • Architect. Design. 131 • Wage & Salary Research & Training Officer 208 • Human Resources Supv. 200	• Dir. Operations (H.P.) 125	
K	1065								
	1060	• Shop Supt. 95	• Solicitor III 147 • Dir. Legislative 109			• Supv. Subsidies & Sales Tax 169 • Supv. Accounting 167 • Asst. to Dir. Purchases 178	• Co-ord. Housing Loans 99	• Sales Mgr. 27 • Dir. of Publicity (H.P.) 115	• Maint. Supv. 60
	985								
L	980	• By-Law Enforcement Mgr. 86 • Asst. Office Mgr. & Co-ord. 62 • Office Mgr. 68 • Office Mgr. & Acct. 91	• Licence Admin. 111		• General Foreman 74 • Asst. Chief Eng. 129 • General Foreman (Parks) 76 • General Foreman 11 • Office Mgr. 18 • Asst. Fleet Supt. 10	• Budget Analyst 151 • Treasury Officer IV-Sundry Rev. 153 • Treasury Officer IV 164 • Supv. Payroll 25 • Asst. Supv. Tax. 157 • Asst. Mgr. Data Ctr. 137 • Supv.-City Garage 140 • Supv. Accts. Pay. 24 • Sr. Buyer 180	• Client Services Mgr. 39 *	• Office Mgr. 46 • Curator (Dundurn) 188 • Community Centre Supv. 42	
M									

N	875	• Supv. (Parking) 128 • By-Law Admin. 155 • By-Law Enforcement Supv. 83 • Driveway Control Officer 158 • Asst. Mgr./Sect. 48	• Chief Licence Insp 85 • Records Admin. 79 • Market Mgr. 78 • Legislative Asst. 101 • Legislative Asst. & Zoning Admin. 117 • Admin. Asst. I 145 • Admin. Asst. I - Mayor 100 • Admin. Asst. I 170	• Office Mgr.-Cemetery 65 • Maint. Mgmt. Tech. 16	• Loss Ctrl. Invest. 197 • Engineering Tech. 136	• Sales Rep. 54 • Client Serv. Rep. 75 • Asst. Banquet Mgr. 127 * • Box Office Treasurer 119 • Asst. to Publicity Dir. 121 • Asst. Dir. Oper. 124	• Asst. Maint. Supv. 53 • Pool Aquatic Supv. 56		
	750								
O	745	• Supv. of Cashiers 41 • Chief Draftsman 141 • Office Mgr. Airport 70 • Counts & Studies Co-ord. 87	• Supv. Print. & Mail. 97	• Supv. of Cleaners (R.E.) 6	• Supv. Cashiers 148 • Asst. Supv. Payroll Cntl. 31 • Supv. Cntrl Microfilm 40 • Tax Arrears, Appeals & Local Improvements Officer 142 • Purch. Researcher • Admin. Asst I 165	• Lost Time Clerk 203 *	• Acct. Supv. 30 • Bookkeeper 45 • Purchaser/Receiver 36 • Chief Steward 59 • Admin. Asst. I 114 • Sous Chef 73 * • Asst. to Box Office Treasurer 122 • 1st Cook 71 *	• Curator (Whitehern) 191 • Curator (Military Museum) 193 • Curator (Children's Museum) 190 *	
	620								
P	615	• Admin. Asst. II 88 • Admin. Asst. II 29	• Admin. Asst. II 89 • Admin. Asst. II 113 • Admin. Asst. II 92 • Legislative Asst. II 116 • Asst. Supv. Print. & Mail. 93 • Supv. Hamilton Market 82 • Trade Licence Officer 26	• Sr. Bookkeeper 107 • Admin. Asst. II 4 • General Clerk 126 • Supervisor II - day/night cleaners 5	• Sect. B (Cemeteries) 61	• Admin. Asst. II 199 • Sect. B 38 • Supt. City Stores 176 • Chauffeur 37 • Serviceman-Chauffeur II 35 • Chauffeur I Reg. Chairman 32	• Admin. Asst. II 185 • Admin. Asst. II 199 • Admin. Asst. II 135 • Admin. Asst. II 106 • Loss Ctrl. Clrk. 196 • Sect. B 132 • Benefits & Payroll Clrk. 202 • Payroll Records	• Admin. Asst. II 181 • Maint. Supv. 50 • Head Bartender 34 • Sect.-Marketing & Sales Dept. 55 • Client Serv. Sect. 57 • Acct. Clerk 130 • Sect./Reception. 52 • 2nd Cook 58 • Sect.- Asst. G.M. & Dir. Fin. 103 • Publicity Asst. III 110 • Switchboard Oper.	• Educ. Asst. 192 • Sect. B 43 • Head Hist. Interpreter 189
	470								
Q	465		• Steno. A 90 • Steno. B 84			• Asst. Storekeeper 177	• Lost Time & Over-time Clrk. 204 • Recep. & Applic. Clrk. 205 • Clerk 209	• Acct. Clerk 102 • Mail. List Sect. 112	
	200								

Appendix

PARTICIPANTS IN SALARY SURVEY

LIST OF MUNICIPALITIES AND CITIES SURVEYED

Metropolitan Toronto

Regional Municipality of	Durham
"	" Haldimand-Norfolk
"	" Halton
"	" Niagara
"	" Ottawa-Carlton
"	" Sudbury
"	" Waterloo
"	" Peel

City of Barrie

"	" Belleville
"	" Brantford
"	" Brockville
"	" Burlington
"	" Chatham
"	" Etobicoke
"	" Gloucester
"	" Kingston
"	" Kitchener
"	" London
"	" Toronto
"	" Mississauga
"	" Nanticoke
"	" Nepean
"	" Niagara Falls
"	" North Bay
"	" North York
"	" Ottawa
"	" Owen Sound
"	" Pembroke
"	" Peterborough
"	" Port Colborne
"	" Sarnia
"	" Sault Ste. Marie
"	" St. Catharines
"	" St. Thomas
"	" Stratford
"	" Sudbury
"	" Thorold
"	" Thunder Bay
"	" Trenton
"	" Waterloo
"	" Welland
"	" Woodstock

COMPARATIVE SALARIES FOR GENERIC POSITIONS

TABLE OF COMPARISONS OF JOB MATCHES
TO OTHER CITIES AND THE REGION OF HAMILTON-WENTWORTH

CITY TABLE	POSITION TITLE	DEPARTMENT	MAXIMUM CITY	HAMILTON	ISL	ARB	ETOB	OTT	MISS	ILION	KITCH	IN. YORK	OSHAU
				Region									
City Architect	Architect		51154	60714									
Architectural Designer	Architect's Dept.		37287	51686									
Architectural Designer	Architect's Dept.		37257	51686									
Building Commissioner	Building		59387	82873	72857	68175	68868			54874	42566	71096	56042
Deputy Building Commis.	Building		51154	71582	60249	61525			51545			55464	45502
Chief Plan Exam.	Building		44286									40824	45502
Dir. Inspections	Building		42517	63927	54543	39500	64879					40824	45502
Asst. Dir. of Insp.	Building		37287	55614								35883	
Plan Exam. I	Building		42517			33125							
Asst. Office Mgr. & Co-ord.	Building		29161	25601									
Admin. Asst. I	Building		27002	26703									
C.A.O.	C.A.O.		60140	80018			102003			83654	79625		
City Clerk	City Clerk's		65479	77172	72857	75535	71317			74683	63353	76829	52121
Dir. Admin. & Deputy C.C.	City Clerk's		55137	71582	49379	61535							40497
Records Admin.	City Clerk's		36144	41053	36635	39500							
Supv. Printing & Mailing	City Clerk's		29161			30205							
Admin. Asst. I	City Clerk's		27002		36637	27595							27290
Legislative Asst.	City Clerk's		27002			42950							
Asst. Supv. Print./Mail.	City Clerk's		23125			25185							
Dir.	Community Dev.		47069				81839						
Dir. Cult. & Rec.	Culture & Recreation		59387				59667						
Supv. Admin. Serv.	Culture & Recreation		39287			39500							
District Supervisor.	Culture & Recreation		39287			33135							
Supv. Community Serv.	Culture & Recreation		39287			36325							
Supv. Historical Signs	Culture & Recreation?					36325							
Maint. Supv.	Culture & Recreation		39287			33135							38206
Office Mgr.	Culture & Recreation		33369			39500							35883
Asst. Maint. Supv.	Culture & Recreation		23125										28182
Pool Supv.	Culture & Recreation		21443			36637	33135						
Head Historical Interpreter	Culture & Recreation					27595							
Fire Chief	Fire Dept.		65478	77172	72857	64765	71317			58474	61186	71096	53121
Deputy Chief	Fire Dept.		55137	67069	60249	55525	63432			54877	50998	55464	47781
Sales Mgr.	Hamilton Conv. Cntr.		34000				42738						
City Solicitor	Legal		76325	73838	89500	72857		81839		74683	66521	76829	62945
Legislation Counsel	Legal		58397		71582	60248			55800				
Solicitor	Legal		54220	48835	63927		64879						47781
Solicitor III	Legal		33369						38768				
Admin. Asst. I	Legal		27002	24721	30420	28867							
Dir. Personnel	Personnel		59387	62462	67106	72857	68175	71317		54877	45795	71096	53121
Deputy Dir. of Personnel	Personnel		43240				55525			51545			42929
Safety/Loss Control Off.	Personnel		36144	37303	41053		36325			35200			33999
Wage/Sal. Rsrch./Train. Off.	Personnel		36144		36778								
Human Resources Supv.	Personnel		29161				45035			35200			
Admin. Asst. II	Personnel		24977	24721					21830				21453
Benefits & Payroll Clerk	Personnel		23125			21230							
Payroll & Records Clerk	Personnel		23145			21230							
Lost Time & Overtime Clerk	Personnel		19941			18230							
Receipt. & Applic. Clerk	Personnel		18537	18750		18675	21230						19056

Dir., Public Works	72416	85541	80479	75535	81839	44790	48761	66521	59407	67042
Dir., Street Serv.	47070	67105	48249	50560		55503	49021	49021	53171	53171
Dir., Parks Divis. on	51154	46748	60263			38760		47021	50875	45502
City Arbor./Horticul.	42517	47411		39500		38760			40824	
Supt. of Districts	37287		49379	42950		35200			45058	
Sanitation Supt.	36144		49379	39500	35883	38760			40824	
Fleet Supt.	37287			39500						
Chief Eng.	37287		49379	39500						
Paint. Coord.	37287	41053		39500						
Asst. Supt. of Districts	36144			36325						
Landscape Supt.	37287	38915	49379	39500						31100
Gen. Foreman	33369			33135						
Asst. Chief Eng.	33369			30205						
Gen. Foreman	33369			30205		31980				31110
Office Mgr.	33369			39500		35200				
Asst. Fleet Supt.	33369			30205						
Gen. Clerk	23125			19545						
Dir., Real Estate	55137	57551			68868					
Prop. Supt.	42517	57551		44670						42929
Asst. to Director	37287	49564				31980				
Chief Appraiser	36144			33135						
Asst. Prop. Supt.	31036			30205		35200				
Supv. Cleaners	60651			50560		51545				40497
Dir., Traffic	50301									
Mgr. of Operations	42517			42950						
Traffic Planning Eng.	36144			30205						
Shop Supt.	31036			27595						
By-Law Enforcement Mgr.	24977			25185						
Admin. Asst. II	76325	73838	80478	75535	81839		74683	66521		59137
Treasurer	59389		60249	50560	63472					
Dir., Systems & Data Pro.	50301				68868					
Mgr. of Revenue	51154	54353	54543	44670		46790	48761	45795	45058	40497
Dir., Purchases	50301	40172	54543	44670		42635			50042	45502
Mgr. of Budgets	50301	44601	63927	44670		44840			45058	
Mgr. of Acct.	50301		63927	44670						40497
Mgr., Systems	44286	44601	49379							
Supv. Pensions & Grp. Ins.	33369	37303	41053	39500					36325	
Mgr., Data Cntr.	42517		44703	42950						
Mgr., Programming	37287									
Supv. Acct.	36144			36325						
Asst. to Dir. of Purchases	29161		40470							
Budget Analyst	33369		44703		33135		35200			30275
Supv. City Garage	33369									
Supv. Accts. Pay.	33369	31431	45273							30205
Sr. Buyer	29161									
Superv. Cash	33369			23045						
Tax Arrears Officer	27002			27001						
Admin. Asst. II	27002	24701		25185						
Driver	24977			21230						

TABLE OF COMPARISONS OF JOB MATCHES
TO OTHER REGIONS AND THE CITY OF HAMILTON

REGION 1483

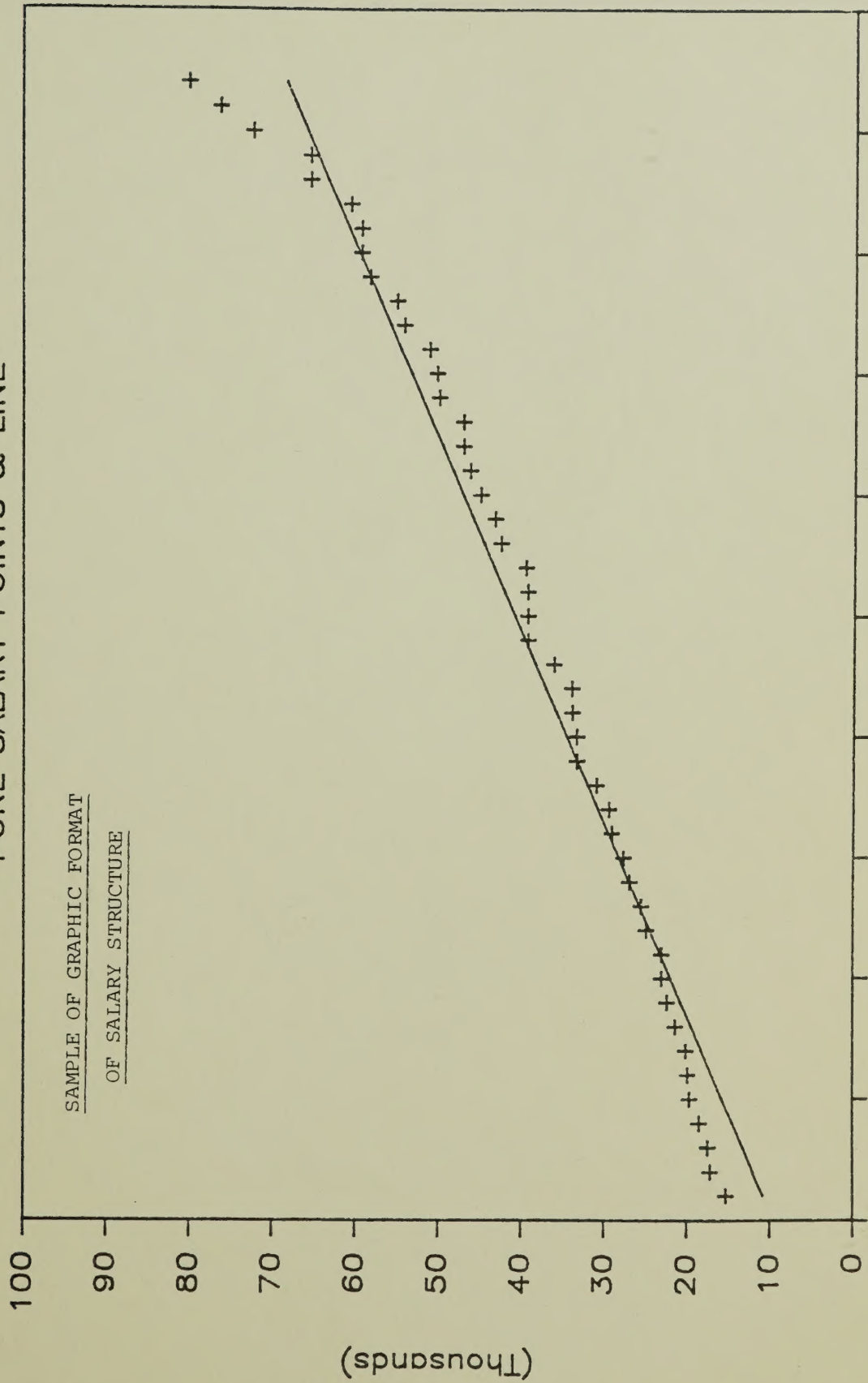
POSITION TITLE	DEPARTMENT	REGION of HAMILTON	OURHAM	HAMILTON	FREE	NIAGARA	OTT-CAR.	ISLEBURY	PETRO	CITY of HAMILTON
C.A.O.	I.C.A.O.	8018	7074	49055	77540	74025	78348	68504		80140
SECT. II	CLERK'S	24721			22355	24111				
CLERK	CLERK'S	48435	48000	43000	59875	44000	50000	44000	66813	65478
SECT. I	IC-ADMINISTRATOR'S	26703			23914	24345	25045		25706	
SECT. II	RECON. DEVT	24721			22355	24111				
BUSINESS DEVT OFFICER	RECON. DEVT	31431			37561				37044	
SPV. INDUST. DEVT	RECON. DEVT	48435	55050	50682			59667		45668	
DIR. ECON. DEVT	ECON. DEVT	59775								
SPV. TOURISM/CON.	ECON. DEVT	37303								
ENG. I	ENGINEERING	37303			33745				37303	
ENG. I	ENGINEERING	37303			33745					
COMPLS. ENGINEERING	ENGINEERING	73838	62045	64537	47385	65396	78368	57100	66997	
CONSTRUCT. ENG.	ENGINEERING	44401								
ASST. SVP. ENG. DEPTING	ENGINEERING	31431							34084	
OFFICE SVP.	ENGINEERING	28837							32064	
SPT. MNT	ENGINEERING	37303	40975		39480	34420				37287
PROJ. DESIGN ENG.	ENGINEERING	44401	44819	44014						
SVP. ENG. CRAFTSMAN	ENGINEERING	37303	36558		36450					
MR. EXPL. SUPPORT. SERV.	ENGINEERING	34575			36450					
SVP. INSPECTORS	ENGINEERING	34575			36450				34828	
DIR. SERV. FOR ELDERLY	ENGINEERING	48435			59875		52872		66997	
DIR. TRANSPORT. ENG. SERV.	ENGINEERING	57572			59875					
PROJ. DESIGN ENG.	ENGINEERING	44401	44819	44014						
PAINT. FOREMAN	ENGINEERING	29364		29496						
DIST. FOREMAN	ENGINEERING	34575			31248					
AREA SVP. (SEWER/WATER)	ENGINEERING	34575			31802					
CHIEF SREPOR SVP.	ENGINEERING	37303			36450					
RECORDS ENG.	ENGINEERING	52899			53005					
REG. SUPERVISOR	ENGINEERING	48435							49914	
DIST. FOREMAN (ROADS)	ENGINEERING	32038				29448				
PAINT. FOREMAN	ENGINEERING	29364	29506	29496						
SPT. MNT. (SEWAGE/WATER)	ENGINEERING	37303			36450					
TECH. MNT. SVP.	ENGINEERING	34575			33745					
ENG. I	ENGINEERING	37303			33745					
DIR. ENG. SERV.	ENGINEERING	57572			59875					
TRANSPORT. ENG.	ENGINEERING	40777	40975			37357				
PROJ. DESIGN ENG.	ENGINEERING	44401	37004							
SPV. ENVIRONMENTAL SERV.	ENGINEERING	57572	55050	37561	59875			52892		
SPT. WATER PURIF. PLANT	ENGINEERING	37303	40975			37357				
DIR. ACCOUNTING	FINANCE	52899	44819	35104	59875				64109	
REVENUE ANALYST	FINANCE	34575			33745					
INTER. AUDITOR	FINANCE	48435								
SVP. ACCOUNTING *	FINANCE	37303		40191	53005		67911		49914	
DIR. REVENUE	FINANCE	52899		35104					38367	37287
SECT. II	FINANCE	24721			22355				54296	
CO-OP. RES. PRGR.	FINANCE	34575	40975	40191	36450	40545				
SVP. ACCTS. PAY. *	FINANCE	31431	31043		39480				32064	33368
MR. BUDGETS	FINANCE	44401	44819	44014	47385	34420				50303
DIR. FINANCE	FINANCE	52899	51307		44026					
COMPLS. FINANCE	FINANCE	73838	62045		71715	60660	78368	46187	83567	76325
MR. REG. INFO. SYSTEM	FINANCE	44401	44819	44737	47385	40345	49823		68878	
FOREMAN METER INSTALL.	FINANCE	29364			33745					41945
SVP. INSPACRE	FINANCE	31431								
SPV. BUDGETS	FINANCE	34575		35104						

ASST. DIR. P.B.L. HEALTH NRS.	HEALTH	39004	32781						
DIR. P.B.L. HEALTH INF. SERV.	HEALTH	51051	41811						
SUPV. I SOCIAL WORKER	HEALTH	35670		36450					
ADMINISTRATOR	HEALTH	44601	32731						
ASSOC. MEDICAL OFFICER HEALTH	HEALTH	62362							
MEDICAL HEALTH OFFICER	HEALTH	70221	60525	64537					
ASSOC. OFFICER HEALTH	HEALTH	72221							
SAFETY OFFICER	HEALTH	37303	28665	35104					
NUTRITIONIST	HEALTH	26569		32304					
CHIEF INSPECTOR	HEALTH	36139	32524	40191					
DIR. PUBLIC HEALTH NURSING	HEALTH	51051	40564	43035					
SPEECH THERAPIST	HEALTH	31046		31250					
DIR. P.B.L. HEALTH DENTAL SERV.	HEALTH	51051		52682					
NUTRITIONIST P.B.L. HEALTH	HEALTH	26569	29168	32308					
SECT. II	HEALTH	24721		22355					
PERSONEL TECH. III	PERSONEL	20455		20570					
PERSONEL TECH. II	PERSONEL	21621		20570					
PERSONEL TECH. III	PERSONEL	20455							
DIR. PERSONEL	PERSONEL	62482	58320	47236	51845	62227	51339	78444	59386
SUPV. LAB. RELAT./ED. OP.	PERSONEL	44601				51746		41948	
HUM. RESOURCE INFO. OFFICER	PERSONEL	31431						34841	
SECT. TREAS. AND DIV.	PLANNING	34575	33109						
COMMS. PLANNING/DEV'T	PLANNING	78338	62045						
MR. POLICY PLAN/ANALYSIS	PLANNING	44601	44819	64537	71715	60660	64786	76844	
MR. SUPPORT SERV.	PLANNING	44601			47385			64109	
MR. LABOR USE DEV'T	PLANNING	44601	44819					49914	
SECT. II	PLANNING	24721			22355			34841	
SUPV. OFFICE	PLANNING	31431							
MR. STRAT. PLAN.	SOCIAL SERVICES	44601							
DIR. NURSING	SOCIAL SERVICES	37303				33457		38377	
ASST. DIR. NURSING	SOCIAL SERVICES	31431						58939	
SECT. II	SOCIAL SERVICES	24721			22355			41948	
DIR. RES. PLAN.	SOCIAL SERVICES	57572							
SUPV. FOOD	SOCIAL SERVICES	26703			31250				
TRAIN. OFFICER	SOCIAL SERVICES	31431							
DIR. INCOME MAINT.	SOCIAL SERVICES	44601		43004					
SUPV. PAINT (HEAD)	SOCIAL SERVICES	28665							
SUPV. FOOD	SOCIAL SERVICES	24721				27061			
CHIEF COOK	SOCIAL SERVICES	23107	28665						
COMPS. SOCIAL SERV.	SOCIAL SERVICES	67893	62045	60315	71715		51339	88829	
EXEC. HOUSEKEEPER	SOCIAL SERVICES	24721				20024			
EXEC. HOUSEKEEPER	SOCIAL SERVICES	24703	20526						
DIR. NURSING	SOCIAL SERVICES	37303			43035	33457		41948	
SUPV. LAUNDRY	SOCIAL SERVICES	20455	19137						
SOLICITOR	SOLICITORS	48835	44819	43004	43035	44006		61387	54219
SOLICITOR (HEAD)	SOLICITORS	73238	62045		71715	65400	57100	86997	76325
SECT. II (LEGAL)	SOLICITORS	24721		16895				27697	27001
CHIEF INSPECTOR	TRANSIT	40176							
ROUTE SUPV.	TRANSIT	35988							
SECT. I	TRANSIT	25404			22355				

SAMPLE OF SALARY STRUCTURE IN GRAPHIC FORM

CITY of HAMILTON

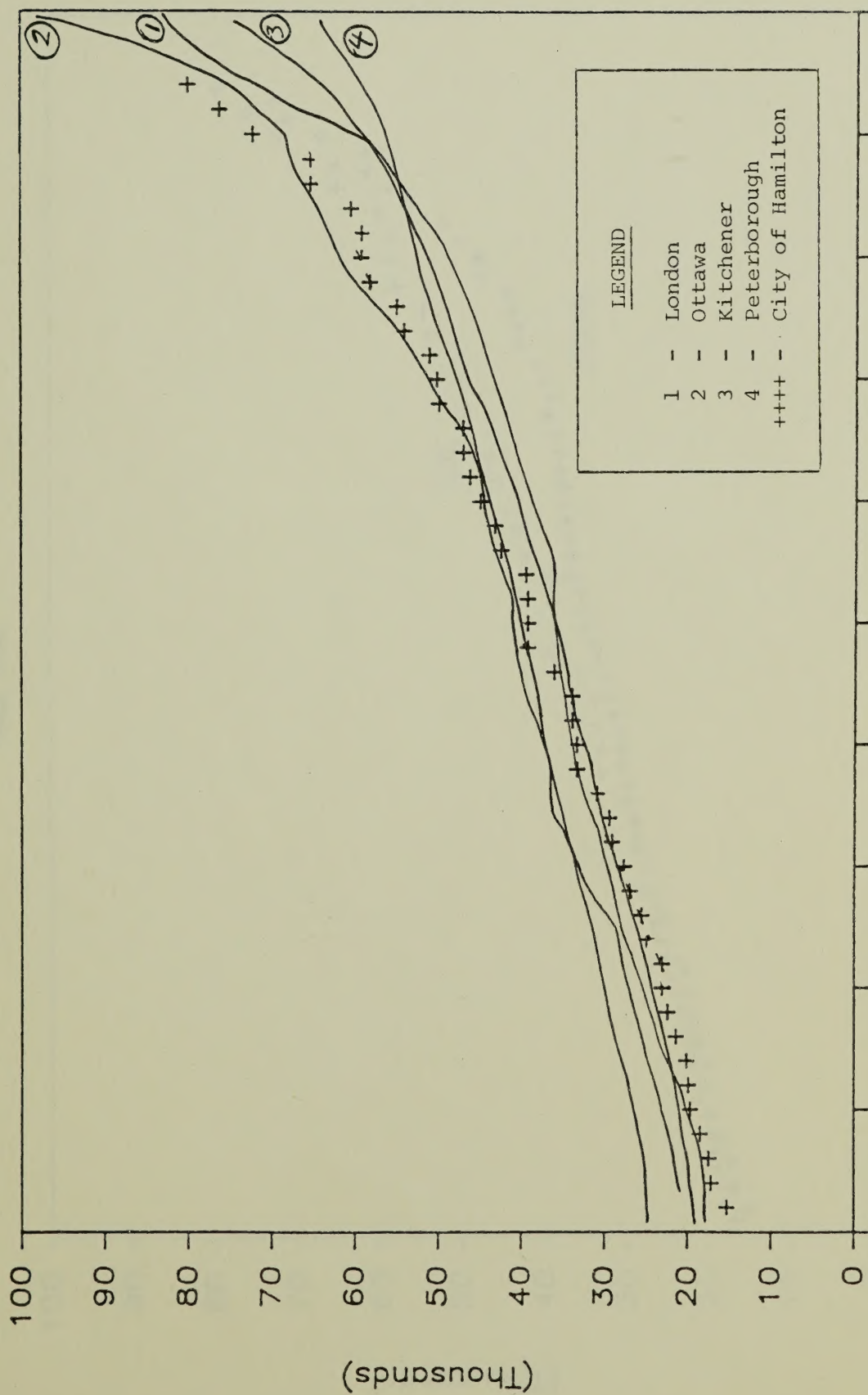
PURE SALARY POINTS & LINE



GRAPHIC COMPARISONS OF MUNICIPAL SALARY STRUCTURES

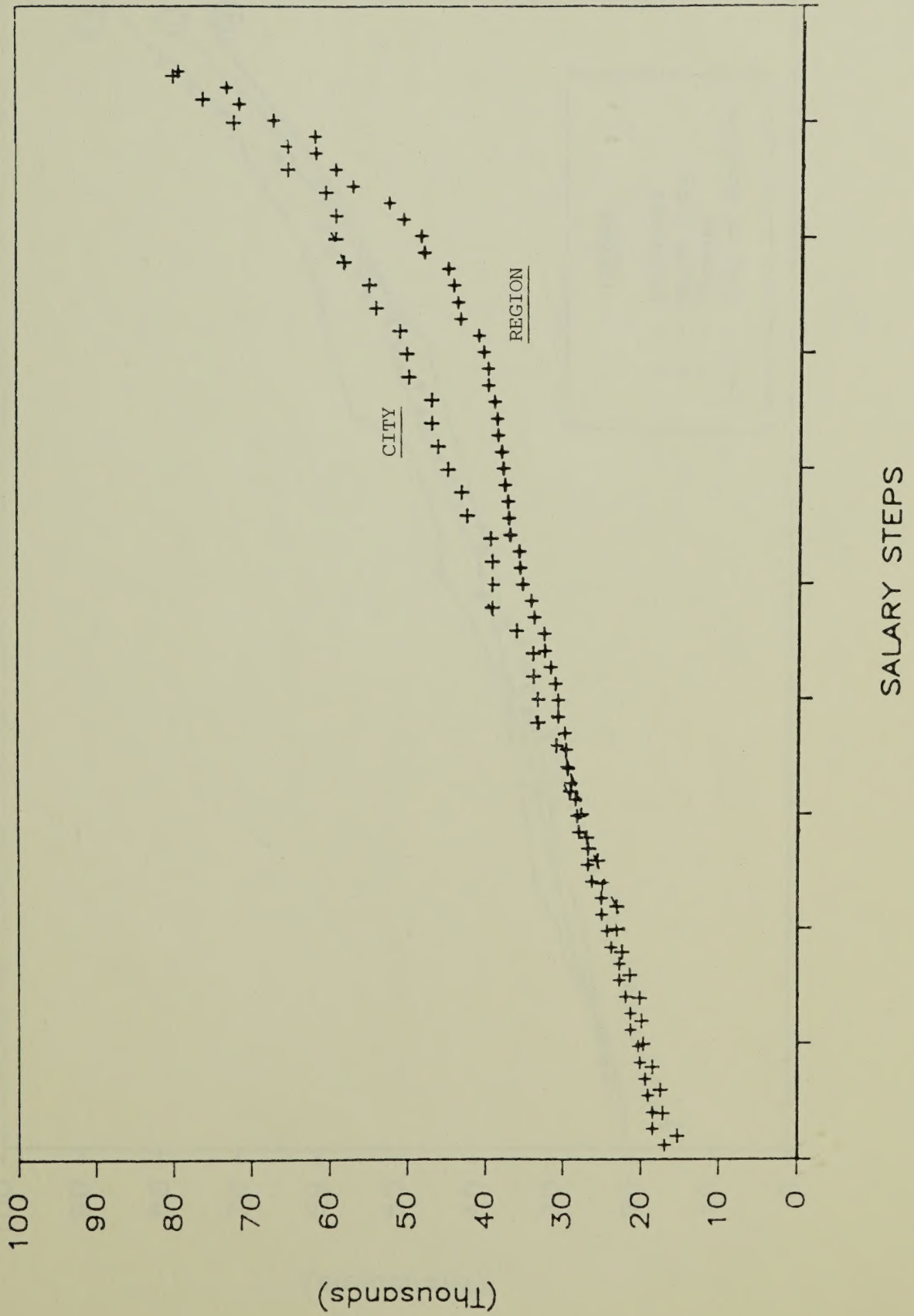
CITY OF HAMILTON
COMPARISON OF CITY OF HAMILTON 1984 CURRENT SALARY STRUCTURE
TO 1984 SALARY STRUCTURES OF 4 OTHER CITIES

JUNE 1985



CITY OF HAMILTON; REGION OF HAMILTON-WENTWORTHCOMPARISON OF CURRENT 1984 SALARY STRUCTURES

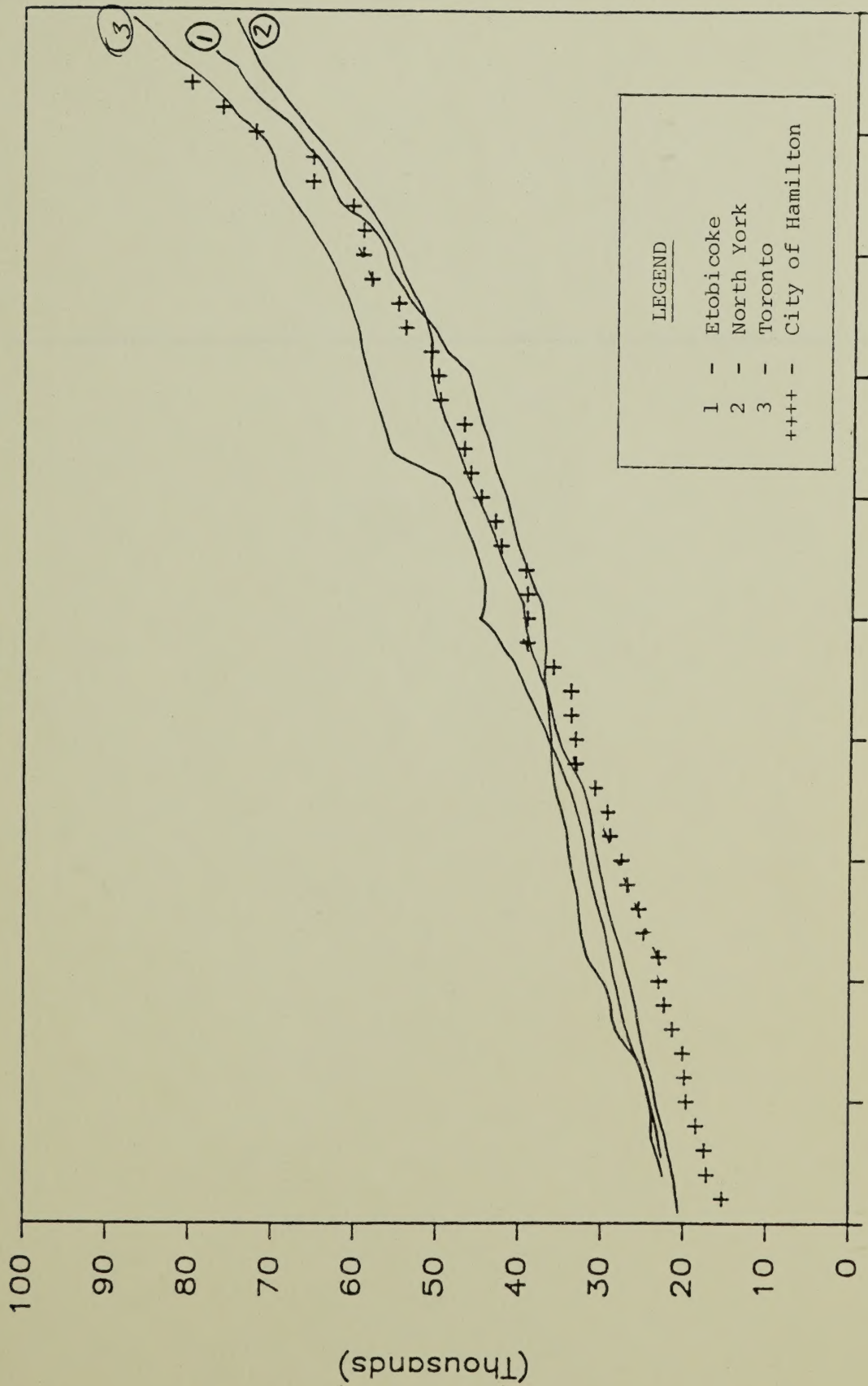
JUNE 1985



CITY OF HAMILTON

COMPARISON OF CITY OF HAMILTON 1984 CURRENT SALARY STRUCTURE
TO 1984 SALARY STRUCTURES OF 3 OTHER CITIES

JUNE 1985



APPENDIX VII

RECOMMENDED SALARY RANGES, 1986

CITY OF HAMILTONREGION OF HAMILTON-WENTWORTHRecommended 1986 Salary Ranges Based on 1984 Comparative Data

<u>SALARY GRADE</u>	<u>STEP 1</u>	<u>STEP 2</u>	<u>STEP 3</u>	<u>STEP 4</u>	<u>STEP 5</u>
A	73,700	76,800	80,000	83,300	86,800
B	70,400	73,300	76,400	79,600	82,900
C	62,700	65,300	68,000	70,800	73,800
D	58,600	61,000	63,600	66,200	69,000
E	53,500	55,700	58,100	60,500	63,000
F	49,800	51,800	54,000	56,300	58,600
G	45,900	47,900	49,900	51,900	54,100
H	43,100	44,900	46,800	48,800	50,800
I	41,500	43,300	45,100	46,900	48,900
J	39,700	41,400	43,100	44,900	46,800
K	35,000	36,400	38,000	39,600	41,200
L	32,100	33,400	34,800	36,300	37,800
M	30,000	31,200	32,500	33,900	35,300
N	27,900	29,100	30,300	31,600	32,900
O	25,100	26,100	27,200	28,300	29,500
P	23,300	24,200	25,300	26,300	27,400
Q	20,700	21,600	22,500	23,400	24,400

HAMILTON PUBLIC LIBRARY



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